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MISSION BASED ANALYSES OF ARMOR TRAINING
REQUIREMENTS. VOLUME III. LEADERSHIP
TASKS PERFORMED DURING TANK PLATOON
OPERATIONS

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<p>→ A detailed analysis was conducted of armor operations to provide the basis for developing a set of platoon drills for combined individual and collective armor training. The analysis provided information on the stages of armor operations, the individual and collective tasks that are performed during each stage, training objectives for these tasks, leadership tasks that are performed during each stage, and the types of factors that affect armor operations during combat.</p>			

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Cont. → An analysis of armor operations was conducted to identify, classify, and interrelate the activities performed during tank platoon missions. Volume III* of this report contains lists of leadership tasks performed by platoon leaders, platoon sergeants, and tank commanders during the tank platoon operations identified in the analysis. *keyboards: -> FLD 19*

Other reports in the series are as follows:

- Volume I: Final Report
- Volume II: Armor Operation Time Sequences
- *Volume III: Leadership Tasks Performed During Tank Platoon Operations
- Volume IV: Crewman Tasks Performed During Tank Platoon Operations
- Volume V: Relationships Among Collective and Individual Tasks in Tank Platoon Operations
- Volume VI: Training Objectives for Tank Platoons and Crew
- Volume VII: Training Objectives for the XM1 Loader

FOREWORD

This is Volume III of the Final Report of a project entitled Mission-Based Simulation and Training Requirements. This volume contains lists of leadership tasks performed by platoon leaders, platoon sergeants, and tank commanders during the tank platoon operations identified in an analysis of armor operations. The other volumes of the Final Report are Volume I: Final Report; Volume II: Armor Operation Time Sequences; Volume IV: Crewman Tasks Performed During Tank Platoon Operations; Volume V: Relationships Among Collective and Individual Tasks in Tank Platoon Operations; Volume VI: Training Objectives for Tank Platoons and Crews; and Volume VII: Training Objectives for the XML Loader.

The work reported here was performed at the Fort Knox Office of the Human Resources Research Organization (HumRRO), under Contract No. 903-80-C-0229 with the US Army Research Institute for the Behavioral and Social Sciences (ARI). Dr. David W. Bessemer was the Contracting Officer's Technical Representative and provided administrative assistance and guidance.

Richard D. Healy of the Human Resources Research Organization contributed significantly to the portion of the project described in this volume.

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INTRODUCTION

The tactical leadership activities performed in armor units by platoon leaders, platoon sergeants, and tank commanders must reflect the characteristics of the combat situation if they are to be effective. The development of a training program for tactical leadership therefore requires both a knowledge of these leadership activities and an understanding for how they interface with the combat situation in which they occur. Previous analyses of armor leadership tasks were incomplete since they were oriented more toward equipment utilization than toward the information-seeking, decision-making, and command, control, and communication activities that are the basis of tactical leadership. Moreover, these previous analyses did not consider the interface between leadership activities and the combat situation in which these leadership activities occur.

Purpose

The purpose of the research summarized in this volume was to identify the tactical leadership activities performed during combat by platoon leaders, platoon sergeants, and tank commanders in armor units, and to determine during which stages of combat operations each activity normally occurs. This information, when combined with an understanding of how these activities interface with combat situations, could then serve as the basis for developing a training program for tactical armor leadership.

The research was conducted as part of an analysis of armor operations. The analysis is described in Volume I of this report, and diagrams and flow charts summarizing the analysis are contained in Volume II. A model describing the combat situations that affect armor operations is also contained in Volume I.

STAGES OF ARMOR OPERATIONS

Missions and Mission Phases

The analysis of armor operations was conducted to identify, classify, and interrelate the activities performed during tank platoon missions. A mission was defined as a specific goal that was assigned to a military unit by the commander of the unit at the next higher echelon. Since the number of such goals was assumed to be inherently large, it was concluded that the number of platoon missions was too extensive to serve as the focal point of the analysis. The first step in the analysis, therefore, was to identify the categories or clusters of activities that normally occur during the performance of these missions. Six such categories were identified--offense, defense, assembly areas, plan operations, conduct movement, and sustaining operations. These categories were labeled "mission phases" since the clusters occur at different times and represent different stages of mission performance. The four mission phases pertaining to activities conducted in support of offense and defense (i.e., assembly areas, plan operations, conduct movement, and sustaining operations) were collectively referred to as the "supporting mission phases".

Team Operations and Team Operation Phases

The analysis of armor operations focused on a tank team containing armor and infantry platoons. Since missions are assigned to platoons by the team commander to facilitate the performance of the team mission, it was concluded that the analysis of platoon operations must begin with an analysis of team operations. The strategy was to first identify the team operations that are normally performed during each mission phase. Once these were identified, the next step was to identify the platoon operations normally occurring during each team operation.

Tank team operations were identified during an examination of FM 71-1, The Tank Mechanized Infantry Company Team. The description of the conduct of each operation was then examined to identify its phases. A team operation phase represents a cluster of activities that occur during different stages of a team operation. While some activities may occur during two or more phases of a team operation, the combination of activities performed during each phase tend to be unique and are intended to accomplish different subgoals.

Upon identifying the team operations and their phases, an analysis was conducted of the activities that occur during each operation. The focal point of this analysis was the team commander. From the descriptions of team operations, the command, control, and communications functions of the team commander were identified and placed into the sequence in which they would normally occur. The types of stimuli initiating each leadership act were derived from consideration of the combat situation. Team tasks were then identified by determining the specific team activities that would result from each command issued by the commander. The initiating stimuli, decisions, and commands involved in the team commander leadership activities are presented in the team operation flow charts contained in Volume II of this report.

Platoon Operations

After the team operations and their phases were identified, the analysis was continued by examining the activities that occur at the platoon level. Descriptions of team operations were reviewed to identify the platoon operations that are conducted during each team operation phase. A platoon operation was defined as a coordinated set of activities that could be performed by a single tank platoon that would enable the platoon to accomplish the goal assigned to it by the team commander.

IDENTIFICATION OF LEADERSHIP ACTIVITIES IN TANK PLATOONS

Platoon Leader Tasks

The leadership tasks performed by the platoon leader in a tank platoon were identified during an analysis of the sequence of activities that normally occur within the platoon during a platoon operation. The first step in this analysis was to identify the type of stimulus that would initiate a leadership action. The METT system was used as a model for identifying stimulus types. Thus, the categories involved aspects of the mission (M), characteristics of the enemy (E), terrain and weather (T), and troops available (T). Once the type of initiating stimulus

was identified, the next step was to identify the alternative decisions that could be made by the platoon leader. Each alternative was then examined to determine the platoon leader action that would normally follow it. Some decisions were normally followed by commands, while others were normally followed by direct actions from the platoon leader. Some decisions were followed by no leadership actions at all. The commands and direct actions were identified as leadership tasks. An alphabetical list of these tasks is contained in Volume I of this report. Since the analysis was conducted by platoon operation, the leadership activities occurring during each platoon operation were thereby identified.

The leadership tasks performed by platoon leaders during each platoon operation are presented in Appendix A by mission phase, team operation, and team operation phase.

Platoon Sergeant Leadership Tasks

The platoon sergeant has two leadership roles in an armor unit. One leadership role is to serve as the acting platoon leader during the absence of the platoon leader. This leadership role is normally performed only during the sustaining mission phases, and not during offense or defense. The leadership tasks performed by the platoon sergeant while serving as acting platoon leader are the same as those performed during the sustaining mission phases by the platoon leader and are presented in Appendix B.

The other leadership role of the platoon sergeant is to serve as a section leader. The leadership tasks performed by the platoon sergeant in this role were identified by examining each platoon task identified in the analysis of platoon operations. Descriptions of armor operations were reviewed to determine what leadership functions the section leader would perform during the conduct of each platoon task. The leadership tasks performed by the platoon sergeant in this role during each platoon operation are presented in Appendix C by mission phase, team operation, and team operation phase.

Tank Commander Leadership Tasks

The leadership tasks performed by tank commanders were identified in the same manner as those performed by platoon sergeants in their role as section leaders. That is, descriptions of armor operations were reviewed to determine what leadership functions would be performed by the tank commander during each platoon task. The leadership tasks performed by the tank commander during each platoon operation are presented in Appendix D by mission phase, team operation, and team operation phase.

APPENDIX A
PLATOON LEADER TASKS

**PLATOON LEADER TASKS PERFORMED DURING EACH PLATOON OPERATION
BY TEAM OPERATION AND TEAM OPERATION PHASE**

OFFENSE

MOVEMENT TO CONTACT

MOVEMENT PHASE

Traveling or Traveling Overwatch or Bounding Overwatch (Lead Platoon)

1. Direct line of departure be crossed
2. Direct specified movement be initiated
3. Direct traveling overwatch be executed
4. Direct traveling be executed
5. Direct interval between tanks be corrected
6. Direct speed of tanks be corrected
7. Direct main guns be oriented
8. Direct air guards be kept alert
9. Direct appropriate movement be continued
10. Direct coil formation be executed
11. Direct herringbone formation be executed
12. Direct coil or herringbone formation be continued
13. Direct move out in previous formation
14. Direct appropriate movement be continued
15. Direct bounding overwatch be executed
16. Direct critical points be crossed

Traveling or Traveling Overwatch or Bounding Overwatch (Following Platoon)

1. Direct interval with lead platoon be corrected
2. Direct specified movement be initiated
3. Direct traveling overwatch be executed
4. Direct traveling be executed
5. Direct interval between tanks be corrected
6. Direct speed of tanks be corrected
7. Direct main guns be oriented
8. Direct air guards be kept alert
9. Direct appropriate movement be continued
10. Direct coil formation be executed
11. Direct herringbone formation be executed
12. Direct coil or herringbone formation be continued
13. Direct move out in previous formation
14. Direct bounding overwatch be executed

ACTION ON CONTACT PHASE

Immediate Action (Lead Platoon)

1. Direct smoke be popped
2. Direct movement into defilade position
3. Submit SITREP
4. Direct enemy be engaged
5. Request indirect fires
6. Request indirect fires be adjusted

Develop the Situation (Lead Platoon)

1. Request SPOTREPs
2. Develop the situation
3. Choose a course of action
4. Submit SITREP
5. Reassess tactical situation
6. Issue FRAGO

Occupy Suppressive Fire Position (Following Platoon)

1. Direct movement into overwatch position
2. Direct enemy be engaged
3. Direct enemy be reengaged
4. Request indirect fires
5. Request indirect fires be adjusted
6. Request SPOTREPs
7. Direct direct fires be continued
8. Issue FRAGO
9. Complete reconnaissance
10. Direct movement into support position
11. Direct defensive position be prepared
12. Direct bypass preparations be completed
13. Submit SITREP
14. Direct movement into attack position
15. Await time or permission to open fire
16. Await time or permission to attack
17. Await permission to bypass

HASTY ATTACK

SUPPRESSIVE FIRES PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Issue FRAGO
2. Direct movement into suppressive fire position
3. Submit SITREP
4. Await time or permission to open fire
5. Direct open fire
6. Request indirect fires
7. Request indirect fires be adjusted
8. Direct suppressive fires be continued

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Direct suppressive fires be shifted
2. Direct suppressive fires on flank targets be continued
3. Direct targets of opportunity be engaged
4. Direct surprise targets be engaged
5. Direct cease fire
6. Direct position be held
7. Direct team on objective be joined

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Issue FRAGO
2. Direct movement into attack position
3. Request suppressive fires
4. Direct movement into attack formation
5. Direct movement out of attack position
6. Direct bounding overwatch be continued
7. Request indirect fire
8. Request indirect fire be adjusted
9. Direct targets of opportunity be engaged
10. Direct fire and maneuver be conducted
11. Direct the attack be accelerated
12. Direct the attack be continued

Conduct the Assault (Fire and Maneuver Platoon)

1. Submit SITREP
2. Request permission to withdraw
3. Request permission to hold
4. Reassess tactical situation
5. Issue FRAGO
6. Direct movement into assault formation
7. Request suppressive fires be shifted
8. Direct assault be started
9. Direct assault be continued
10. Request suppressive fires be stopped

BYPASS

SUPPRESSIVE FIRES PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Issue FRAGO
2. Direct movement into suppressive fire position
3. Direct tanks move to good fields of fire
4. Direct fire preparations be continued
5. Submit SITREP

Suppress Enemy Direct Fires (Suppressive Fire Platoon)

1. Await time or permission to open fire
2. Direct open fire
3. Request indirect fires
4. Request indirect fires be adjusted
5. Direct suppressive fires be continued
6. Request enemy position be smoked
7. Request smoke be adjusted
8. Direct position of held
9. Direct smoke be popped
10. Direct withdrawal be initiated
11. Direct withdrawal from suppressive fire position be completed
12. Direct bypass be initiated
13. Direct bypass be continued
14. Direct team in bypass be joined
15. Submit SITREP

CONDUCT BYPASS AND CONTINUE MOVEMENT TO CONTACT PHASE

Bypass Enemy Position (Following Platoon)

1. Issue FRAGO
2. Direct position be held
3. Request enemy position be smoked
4. Request smoke be adjusted
5. Direct bypass preparations be completed
6. Direct bypass be initiated
7. Direct acceleration to maximum speed
8. Direct bounding overwatch be continued

Continue Movement to Contact (Following Platoon)

1. Submit SITREP
2. Direct movement to contact be continued

HOLDING

OCCUPY HASTY DEFENSE PHASE

Withdraw to Defensive Position (Lead Platoon)

1. Issue FRAGO
2. Direct movement into defilade position
3. Direct tanks move to good fields of fire
4. Submit SITREP

Occupy Hasty Defensive Position (Following Platoon)

1. Issue FRAGO
2. Direct movement into defilade position
3. Direct tanks move to good fields of fire
4. Submit SITREP

Support Withdrawal of Lead Platoon (Following Platoon)

1. Direct position be held
2. Direct enemy be engaged
3. Direct enemy be reengaged
4. Request indirect fires
5. Request indirect fires be adjusted
6. Direct suppressive fires be continued
7. Direct cease fire
8. Submit SITREP

DEFEND POSITION PHASE

Engage Targets of Opportunity

1. Direct surveillance be maintained
2. Request indirect fires
3. Request indirect fires be adjusted
4. Direct enemy be reengaged

Mass Platoon Fire on Enemy Attack

1. Submit SPOTREP
2. Request indirect fires
3. Request indirect fires be adjusted
4. Direct enemy be engaged with depth fire
5. Direct enemy be engaged with frontal fire

6. Request all indirect fires be massed
7. Direct frontal fire be continued
8. Direct targets of opportunity be engaged
9. Reassess tactical situation
10. Submit SITREP
11. Request permission to withdraw
12. Direct position be held

DELIBERATE ATTACK

SUPPRESSIVE FIRES PHASE

Move to Occupy Suppressive Fire Position (Suppressive Fire Platoon)

1. Direct start point be crossed
2. Direct specified movement be initiated
3. Direct traveling overwatch be executed
4. Direct traveling be executed
5. Direct interval between tanks be corrected
6. Direct speed of tanks be corrected
7. Direct main guns be oriented
8. Direct air guards be kept alert
9. Direct appropriate movement be continued
10. Direct coil formation be executed
11. Direct herringbone formation be executed
12. Direct coil or herringbone formation be continued
13. Direct move out in previous formation
14. Direct bounding overwatch be executed
15. Direct critical points be crossed
16. Direct release point be crossed
17. Direct movement into suppressive fire position
18. Direct tanks move into firing position
19. Submit SITREP

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Direct open fire
2. Direct enemy be engaged
3. Direct enemy be reengaged
4. Request indirect fires
5. Request indirect fires be adjusted
6. Direct suppressive fires be continued

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Direct suppressive fires be shifted
2. Direct suppressive fires on flank targets be continued
3. Direct targets of opportunity be engaged
4. Direct cease fire
5. Direct position be held
6. Direct team on objective be joined

FIRE AND MANEUVER PHASE

Move to Cross Line of Departure (Fire and Maneuver Platoon)

1. Direct interval with lead platoon be corrected
2. Direct specified movement be initiated
3. Direct traveling overwatch be executed
4. Direct traveling be executed
5. Direct interval between tanks be corrected
6. Direct speed of tanks be corrected
7. Direct main guns be oriented
8. Direct air guards be kept alert
9. Direct appropriate movement be continued
10. Direct coil formation be executed
11. Direct herringbone formation be executed
12. Direct coil or herringbone formation be continued
13. Direct move out in previous formation
14. Direct bounding overwatch be executed
15. Direct release point be crossed
16. Direct passage of lines be conducted
17. Direct movement into attack position
18. Direct line of departure be crossed

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Request preparatory fires
2. Request preparatory fires be adjusted
3. Direct the attack be accelerated
4. Direct fire and maneuver be conducted
5. Direct phase lines be crossed
6. Report crossing phase lines

ASSAULT PHASE

Support Breaching Operation (Fire and Maneuver Platoon)

1. Direct movement to occupy position to support breaching operation
2. Direct enemy covering obstacles be engaged
3. Direct holding of covering fire position
4. Direct movement to pass through breach
5. Direct attack be continued
6. Request indirect fires
7. Request indirect fires be adjusted
8. Direct the attack be accelerated

Conduct the Assault (Fire and Maneuver Platoon)

1. Submit SITREP
2. Request permission to withdraw
3. Request permission to hold
4. Reassess the tactical situation
5. Issue FRAGO
6. Direct movement into assault formation
7. Request suppressive fires be shifted
8. Direct assault be started
9. Direct assault be continued
10. Request suppressive fires be stopped

EXPLOITATION AND PURSUIT

MOVEMENT PHASE

Traveling or Traveling Overwatch or Bounding Overwatch (Lead Platoon)

1. Direct line of departure be crossed
2. Direct specified movement be initiated
3. Direct traveling overwatch be executed
4. Direct traveling be executed
5. Direct interval between tanks be corrected
6. Direct speed of tanks be corrected
7. Direct main guns be oriented
8. Direct air guards be kept alert
9. Direct appropriate movement be continued
10. Direct coil formation be executed
11. Direct herringbone formation be executed
12. Direct coil or herringbone formation be continued
13. Direct move out in previous formation
14. Direct appropriate movement be continued
15. Direct bounding overwatch be executed
16. Direct critical points be crossed

Traveling or Traveling Overwatch or Bounding Overwatch (Following Platoon)

1. Direct interval with lead platoon be corrected
2. Direct specified movement be initiated
3. Direct traveling overwatch be executed
4. Direct traveling be executed
5. Direct interval between tanks be corrected
6. Direct speed of tanks be corrected
7. Direct main guns be oriented
8. Direct air guards be kept alert
9. Direct appropriate movement be continued
10. Direct coil formation be executed
11. Direct herringbone formation be executed
12. Direct coil or herringbone formation be continued
13. Direct move out in previous formation
14. Direct bounding overwatch be executed

ACTION ON CONTACT PHASE

Immediate Action (Lead Platoon)

1. Direct smoke be popped
2. Direct movement into defilade position
3. Submit SITREP
4. Direct enemy be engaged
5. Request indirect fires
6. Request indirect fires be adjusted

Develop the Situation (Lead Platoon)

1. Request SPOTREPs
2. Develop the situation
3. Choose a course of action
4. Submit SITREP
5. Reassess tactical situation
6. Issue FRAGO

Occupy Suppressive Fire Position (Following Platoon)

1. Direct movement into overwatch position
2. Direct enemy be engaged
3. Direct enemy be reengaged
4. Request indirect fires
5. Request indirect fires be adjusted
6. Request SPOTREPs
7. Direct direct fires be continued
8. Issue FRAGO
9. Complete reconnaissance
10. Direct movement into support position
11. Direct defensive position be prepared
12. Direct bypass preparations be completed
13. Submit SITREP
14. Direct movement into attack position
15. Await time or permission to open fire
16. Await time or permission to attack
17. Await permission to bypass

**PLATOON LEADER TASKS PERFORMED DURING EACH PLATOON OPERATION
BY TEAM OPERATION AND TEAM OPERATION PHASE**

DEFENSE

OCCUPY BATTLE POSITION

MOVE TO BATTLE POSITION PHASE

Move to Platoon Battle Position

1. Direct specified movement be initiated
2. Direct traveling overwatch be executed
3. Direct traveling be executed
4. Direct start point be crossed
5. Direct interval between tanks be corrected
6. Direct speed of tanks be corrected
7. Direct main guns be oriented
8. Direct air guards be kept alert
9. Direct coil formation be executed
10. Direct herringbone formation be executed
11. Direct coil or herringbone formation be continued
12. Direct move out in previous formation
13. Direct bounding overwatch be executed
14. Direct appropriate movement be continued
15. Direct critical points be crossed
16. Direct release point be crossed

OCCUPY AND ORGANIZE BATTLE POSITION PHASE

Occupy Platoon Battle Position

1. Direct movement into designated position
2. Direct avenues of approach be covered
3. Direct tanks be put in turret defilade
4. Direct ground guards be posted
5. Direct air guards be posted
6. Direct tanks be camouflaged

Organize Platoon Battle Position

1. Reconnoiter positions for suitability
2. Designate sectors of fire
3. Direct tanks move to good fields of fire
4. Designate tank targets

5. Designate targets to forward observer
6. Assign alternate positions
7. Direct range cards be prepared
8. Prepare a fire plan
9. Provide target data to forward observer
10. Select and announce withdrawal routes
11. Plan displacement
12. Request wire communications be installed
13. Direct alternate positions be prepared
14. Request team fire plan
15. Direct battle position be completed
16. Direct battle readiness be maintained
17. Submit SPOTREP

DEFEND BATTLE POSITION

SURVEILLANCE PHASE

Maintain Surveillance in Platoon Sector

1. Direct surveillance be maintained
2. Request illumination
3. Request team patrol reports

INDIRECT FIRE PHASE

Initiate Indirect Fires in Platoon Sector

1. Submit SPOTREP
2. Direct surveillance be maintained
3. Request indirect fires
4. Request indirect fires be adjusted

DIRECT FIRE PHASE

Initiate Direct Fires in Platoon Sector

1. Monitor indirect fires
2. Request HAWs to open fire
3. Report HAW effects
4. Direct fire be held
5. Direct open fire
6. Direct enemy be reengaged
7. Direct targets of opportunity be engaged
8. Reassess tactical situation
9. Submit SITREP
10. Request permission to fire and maneuver
11. Direct defense of position be continued

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver

1. Issue FRAGO
2. Direct movement to flank
3. Direct movement into flank position
4. Direct open fire

5. Direct fire and maneuver be conducted
6. Direct fire be continued
7. Reassess tactical situation
8. Direct platoon fire and maneuver be continued
9. Request permission to counterattack
10. Submit SITREP
11. Direct movement into defilade position
12. Request indirect final protective fires
13. Direct targets of opportunity be engaged
14. Request final protective fires be continued
15. Request permission to withdraw
16. Direct position be held
17. Direct cease fire
18. Request permission to join team on battle position
19. Direct team on battle position be joined

COUNTERATTACK PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Issue FRAGO
2. Direct movement into suppressive fire position
3. Submit SITREP
4. Await time or permission to open fire
5. Direct open fire
6. Request indirect fires
7. Request indirect fires be adjusted
8. Direct suppressive fires be continued

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Direct suppressive fires be shifted
2. Direct suppressive fires on flank targets be continued
3. Direct targets of opportunity be engaged
4. Direct surprise targets be engaged
5. Direct cease fire
6. Direct position be held
7. Direct team on objective be joined

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Issue FRAGO
2. Direct movement into attack position
3. Request suppressive fires
4. Direct movement into attack formation
5. Direct movement out of attack position
6. Direct bounding overwatch be continued
7. Request indirect fires
8. Request indirect fires be adjusted
9. Direct targets of opportunity be engaged
10. Direct fire and maneuver be conducted
11. Direct the attack be accelerated
12. Direct attack be continued

Conduct the Assault (Fire and Maneuver Platoon)

1. Submit SITREP
2. Request permission to withdraw
3. Request permission to hold
4. Reassess tactical situation
5. Issue FRAGO
6. Direct movement into assault formation
7. Direct suppressive fires be shifted
8. Direct assault be started
9. Direct assault be continued
10. Request suppressive fires be stopped

DISPLACE TO ALTERNATE BATTLE POSITION

MOVE TO ALTERNATE BATTLE POSITION PHASE

Move to Platoon Battle Position

1. Direct specified movement be initiated
2. Direct traveling overwatch be executed
3. Direct traveling be executed
4. Direct start point be crossed
5. Direct interval between tanks be corrected
6. Direct speed of tanks be corrected
7. Direct main guns be oriented
8. Direct air guards be kept alert
9. Direct coil formation be executed
10. Direct herringbone formation be executed
11. Direct coil or herringbone formation be continued
12. Direct move out in previous formation
13. Direct bounding overwatch be executed
14. Direct appropriate movement be continued
15. Direct critical points be crossed
16. Direct release point be crossed

OCCUPY AND ORGANIZE BATTLE POSITION PHASE

Occupy Platoon Battle Position

1. Direct movement into designated position
2. Direct avenues of approach be covered
3. Direct tanks be put in turret defilade
4. Direct ground guards be posted
5. Direct air guards be posted
6. Direct tanks be camouflaged

Organize Platoon Battle Position

1. Reconnoiter positions for suitability
2. Designate sectors of fire
3. Direct tanks move to good fields of fire
4. Designate tank targets

5. Designate targets to forward observer
6. Assign alternate positions
7. Direct range cards be prepared
8. Prepare a fire plan
9. Provide target data to forward observer
10. Select and announce withdrawal routes
11. Plan displacement
12. Request wire communications be installed
13. Direct alternate positions be prepared
14. Request team fire plan
15. Direct battle position be completed
16. Direct battle readiness be maintained
17. Submit SPOTREP

WITHDRAW

COVERING FIRE PHASE

Screening Smoke (Initial Withdrawal Platoon)

1. Issue FRAGO
2. Direct position be held
3. Request suppressive fires
4. Request indirect fires
5. Request indirect fires be adjusted
6. Request enemy position be smoked
7. Request smoke be adjusted
8. Direct smoke be popped
9. Direct enemy be engaged

Move to the Rear (Initial Withdrawal Platoon)

1. Direct bounding reverse overwatch be executed
2. Direct traveling reverse overwatch be executed
3. Direct traveling reverse overwatch be continued
4. Direct traveling be executed

BREAKING CONTACT PHASE

Initiate Suppressive Direct Fires (Covering Platoon)

1. Issue FRAGO
2. Direct covering fire position be held
3. Direct covering fire be initiated
4. Request indirect fires
5. Request indirect fires be adjusted
6. Direct covering fire be maintained

Screening Smoke (Covering Platoon)

1. Request enemy position be smoked
2. Request smoke be adjusted
3. Issue FRAGO
4. Direct covering fire position be held
5. Direct smoke be popped
6. Direct enemy be engaged

Move to the Rear (Covering Platoon)

1. Direct bounding reverse overwatch be executed
2. Direct traveling reverse overwatch be executed
3. Direct traveling reverse overwatch be continued
4. Direct traveling be executed

DELAY

SURVEILLANCE PHASE

Maintain Surveillance in Platoon Sector

1. Direct surveillance be maintained
2. Request illumination
3. Request team patrol reports

INDIRECT FIRE PHASE

Initiate Indirect Fires in Platoon Sector

1. Submit SPOTREP
2. Direct surveillance be maintained
3. Request indirect fires
4. Request indirect fires be adjusted

DIRECT FIRE PHASE

Initiate Direct Fires in Platoon Sector

1. Monitor indirect fires
2. Request HAWs to open fire
3. Report HAW effects
4. Direct fire be held
5. Direct open fire
6. Direct enemy be reengaged
7. Direct targets of opportunity be engaged
8. Reassess tactical situation
9. Submit SITREP
10. Request permission to fire and maneuver
11. Direct defense of position be continued

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver (Initial Withdrawal Platoon)

1. Reassess tactical situation
2. Submit SITREP
3. Request permission to counterattack
4. Request permission to displace
5. Direct position to be held

Conduct Fire and Maneuver (Covering Platoon)

1. Reassess tactical situation
2. Submit SITREP
3. Request permission to counterattack
4. Request permission to cover displacement

COUNTERATTACK PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Issue FRAGO
2. Direct movement into suppressive fire position
3. Submit SITREP
4. Await time/or permission to open fire
5. Direct open fire
6. Request indirect fires
7. Request indirect fires be adjusted
8. Direct of suppressive fires be continued

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Direct suppressive fires be shifted
2. Direct suppressive fires on flank targets be continued
3. Direct targets of opportunity be engaged
4. Direct surprise targets be engaged
5. Direct cease fire
6. Direct position be held
7. Direct team on objective be joined

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Issue FRAGO
2. Direct movement into attack position
3. Request suppressive fires
4. Direct movement into attack formation
5. Direct movement out of attack position
6. Direct bounding overwatch be continued
7. Request indirect fires
8. Request indirect fires be adjusted
9. Direct targets of opportunity be engaged

10. Direct fire and maneuver be conducted
11. Direct the attack be accelerated
12. Direct attack be continued

Conduct the Assault (Fire and Maneuver Platoon)

1. Submit SITREP
2. Request permission to withdraw
3. Request permission to hold
4. Reassess tactical situation
5. Issue FRAGO
6. Direct movement into assault formation
7. Request suppressive fires be shifted
8. Direct assault be started
9. Direct assault be continued
10. Request suppressive fire be stopped

WITHDRAWAL PHASE

Screening Smoke (Initial Withdrawal Platoon)

1. Issue FRAGO
2. Request direct covering fires
3. Request enemy position be smoked
4. Request smoke be adjusted
5. Direct smoke be popped

Break Contact

1. Direct displacement be initiated
2. Direct bounding reverse overwatch be continued

Move to Successive Delay Position

1. Direct bounding reverse overwatch be continued
2. Direct traveling reverse overwatch be executed
3. Direct traveling reverse overwatch be continued
4. Direct appropriate movement be continued
5. Direct successive delay position be occupied

Organize Successive Delay Position

1. Direct avenues of approach be covered
2. Designate sectors of fire

3. Directs tanks be put in turret defilade
4. Direct ground guards be posted
5. Direct air guards be posted
6. Direct tanks be camouflaged
7. Designate targets to forward observer
8. Assign alternate positions
9. Direct range cards be prepared
10. Prepare a fire plan
11. Provide target data to forward observer
12. Select and announce withdrawal routes
13. Plan displacement
14. Direct alternate positions be prepared
15. Direct battle position be completed
16. Direct battle readiness be maintained
17. Submit SITREP

Support Withdrawing Platoon (Covering Platoon)

1. Direct covering fire position be held
2. Direct covering fires be initiated
3. Request enemy position be smoked
4. Request smoke be adjusted
5. Direct covering fires be maintained
6. Submit SITREP
7. Request permission to displace

Screening Smoke (Covering Platoon)

1. Issue FRAGO
2. Request enemy position be smoked
3. Request smoke be adjusted
4. Direct smoke be popped

COUNTERATTACK

SUPPRESSIVE FIRES PHASE

Engage Enemy on Objective (Suppressive Fires Platoon)

1. Direct targets in assigned sector be engaged

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fires to assigned sector of objective flank

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Direct movement into designated area of attack position
2. Direct section position in platoon formation be corrected
3. Direct targets of opportunity be engaged
4. Direct surprise targets be engaged
5. Cover platoon leader's section during fire and maneuver
6. Maneuver section during fire and maneuver
7. Direct position in designated assault formation be maintained

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct section position in platoon formation be corrected
2. Direct targets in assigned sector be engaged
3. Direct position in designated assault formation be maintained
4. Direct assault on assigned sector of objective

**PLATOON LEADER TASKS PERFORMED DURING EACH PLATOON OPERATION
BY TEAM OPERATION AND TEAM OPERATION PHASE**

SUPPORT

OCCUPY REAR ASSEMBLY AREA

MOVE INTO ASSEMBLY AREA PHASE

Move Into Platoon Area

1. Meet the quartering party
2. Direct rapid movement into area
3. Direct movement into assigned area

ORGANIZE DEFENSE OF ASSEMBLY AREA PHASE

Organize Defense of Platoon Area

1. Direct ground guards be posted
2. Direct air guards be posted
3. Direct avenues of approach be covered
4. Coordinate overlapping observation
5. Direct tanks be camouflaged
6. Submit SITREP

CONDUCT SUSTAINING ACTIONS

Conduct Platoon Sustaining Actions

1. Direct resupply be completed
2. Direct after operations be completed
3. Direct pre-fire checks be conducted
4. Announce feeding plan
5. Announce rest plan
6. Submit SITREP

OCCUPY FORWARD ASSEMBLY AREA

MOVE INTO ASSEMBLY AREA PHASE

Move Into Platoon Area

1. Meet the quartering party
2. Direct rapid movement into area
3. Direct movement into assigned area

ORGANIZE DEFENSE OF ASSEMBLY AREA PHASE

Organize Defense of Platoon Area

1. Direct ground guards be posted
2. Direct air guards be posted
3. Direct avenues of approach be covered
4. Direct tanks be put in defilade position
5. Direct tanks be camouflaged
6. Assign alternate positions
7. Coordinate overlapping observation
8. Direct range cards be prepared
9. Coordinate indirect fires
10. Request wire communications be installed
11. Direct individual positions be prepared
12. Submit SITREP

CONDUCT SUSTAINING ACTIONS

Conduct Platoon Sustaining Actions

1. Direct resupply be completed
2. Direct after operations maintenance be completed
3. Direct pre-fire checks be conducted
4. Announce feeding plan
5. Announce rest plan
6. Submit SITREP

PLAN OFFENSIVE OPERATIONS

RECEIPT OF WARNING ORDER PHASE

Receipt of Warning Order

1. Issue warning order
2. Request readiness reports
3. Direct readiness actions be initiated

RECEIPT OF OPERATION ORDER PHASE

Receipt of Operation Order

1. Direct readiness actions be continued
2. Clarify mission
3. Analyze OPORD
4. Make an estimate of the situation
5. Make a tentative plan
6. Direct movement be initiated
7. Complete necessary coordination
8. Complete reconnaissance
9. Complete the plan
10. Clarify mission

COMPLETE READINESS PHASE

Complete Readiness Actions

1. Direct pre-fire checks be conducted
2. Direct resupply be completed
3. Direct after operations maintenance be completed
4. Direct communications operational checks be completed
5. Direct 3-man crews be organized

PLAN DEFENSIVE OPERATIONS

RECEIPT OF WARNING ORDER PHASE

Receipt of Warning Order

1. Issue warning order
2. Request readiness reports
3. Direct readiness actions be initiated

RECEIPT OF OPERATION ORDER PHASE

Receipt of Operation Order

1. Direct readiness actions be continued
2. Clarify mission
3. Analyze OPORD
4. Make an estimate of the situation
5. Make a tentative plan
6. Direct movement be initiated
7. Complete necessary coordination
8. Complete reconnaissance
9. Complete the plan
10. Issue OPORD

COMPLETE READINESS PHASE

Complete Readiness Actions

1. Direct pre-fire checks be conducted
2. Direct resupply be completed
3. Direct after operations maintenance be completed
4. Direct communications operational checks be completed
5. Direct 3-man crews be organized

ADMINISTRATIVE ROAD MARCH

DEPART OLD AREA PHASE

Depart Old Area

1. Issue march order
2. Direct readiness be completed
3. Direct start point be crossed

MOVEMENT PHASE

Move Along Route

1. Report crossing start point
2. Direct interval between tanks be corrected
3. Direct speed of tanks be corrected
4. Report crossing critical points
5. Direct scheduled halt be conducted
6. Direct at-halt maintenance be completed
7. Direct march be continued

ARRIVE NEW AREA PHASE

Arrive New Area

1. Direct release point be crossed
2. Report crossing release point

TACTICAL ROAD MARCH

DEPART OLD AREA PHASE

Depart Old Area

1. Issue march order
2. Direct at-halt maintenance be completed
3. Direct start point be crossed

MOVEMENT PHASE

Move Along Route

1. Report crossing start point
2. Direct interval between tanks be corrected
3. Direct speed of tanks be corrected
4. Direct main guns be oriented
5. Direct air guards be kept alert
6. Report crossing critical points
7. Direct scheduled halt be conducted
8. Direct coil or herringbone formation be executed
9. Direct at-halt maintenance be completed
10. Direct march be continued

ARRIVE NEW AREA PHASE

Arrive New Area

1. Direct release point be crossed
2. Report crossing release point

TACTICAL MOVEMENT

CONDUCT TACTICAL MOVEMENT PHASE

Traveling or Traveling Overwatch or Bounding Overwatch (Lead Platoon)

1. Cross line of departure
2. Conduct specified movement
3. Execute traveling overwatch
4. Execute traveling
5. Correct interval between tanks
6. Correct speed of tanks
7. Orient main guns
8. Maintain alert air guards
9. Continue appropriate movement
10. Execute coil formation
11. Execute herringbone formation
12. Continue coil or herringbone formation
13. Move out in previous formation
14. Execute bounding overwatch
15. Cross critical points

Traveling or Traveling Overwatch or Bounding Overwatch (Following Platoon)

1. Correct interval with lead platoon
2. Conduct specified movement
3. Execute traveling overwatch
4. Execute traveling
5. Correct interval between tanks
6. Correct speed of tanks
7. Orient main guns
8. Maintain alert air guards
9. Continue appropriate movement
10. Execute coil formation
11. Execute herringbone formation
12. Continue coil or herringbone formation
13. Move out in previous formation
14. Execute bounding overwatch

CONSOLIDATE ON OBJECTIVE

SWEEP ENEMY FROM OBJECTIVE PHASE

Sweep Enemy from Objective Phase

1. Direct enemy on objective be destroyed
2. Request artillery fire and infantry support
3. Direct tanks be put in turret defilade
4. Direct flank tanks be tied in with other team elements
5. Submit SITREP

PREPARE FOR ENEMY COUNTERATTACH PHASE

Prepare for Enemy Counterattack

1. Direct avenues of approach be covered
2. Direct tanks be put in turret defilade
3. Coordinate security of flanks with other team elements
4. Coordinate tank sectors of fire
5. Coordinate indirect fires
6. Direct tanks be camouflaged

PREPARE TO CONTINUE ATTACK PHASE

Prepare to Continue Attack

1. Request supply status
2. Direct after operations maintenance be completed
3. Direct communications operational checks be completed
4. Direct 3-man crews be organized
5. Submit SITREP

REORGANIZE

CONDUCT RESUPPLY PHASE

Receive Class I, III, and V Supplies

1. Submit SITREP
2. Request class I, III, and V supplies
3. Direct supplies be distributed

PERFORM MAINTENANCE PHASE

Perform Maintenance and Emergency Repairs

1. Direct after operations maintenance be completed
2. Direct emergency repairs be completed

REESTABLISH COMMUNICATIONS PHASE

Reestablish Communications

1. Reestablish communications with TCs
2. Reestablish communications with the team

REASSIGN PERSONNEL PHASE

Reassign Personnel

1. Direct 3-man crews be organized
2. Submit SITREP

APPENDIX B

**PLATOON SERGEANT LEADERSHIP TASKS
PERFORMED AS ACTING PLATOON LEADER**

PLATOON SERGEANT LEADERSHIP TASKS PERFORMED AS ACTING PLATOON LEADER
DURING EACH PLATOON OPERATION BY TEAM OPERATION AND TEAM OPERATION PHASE

SUPPORT

OCCUPY REAR ASSEMBLY AREA

MOVE INTO ASSEMBLY AREA PHASE

Move Into Platoon Area

1. Meet the quartering party
2. Direct rapid movement into area
3. Direct movement into assigned area

ORGANIZE DEFENSE OF ASSEMBLY AREA PHASE

Organize Defense of Platoon Area

1. Direct ground guards be posted
2. Direct air guards be posted
3. Direct avenues of approach be covered
4. Coordinate overlapping observation
5. Direct tanks be camouflaged
6. Submit SITREP

CONDUCT SUSTAINING ACTIONS PHASE

Conduct Platoon Sustaining Actions

1. Direct resupply be completed
2. Direct after operations maintenance be completed
3. Direct pre-fire checks be conducted
4. Announce feeding plan
5. Announce rest plan
6. Submit STIREP

OCCUPY FORWARD ASSEMBLY AREA .

MOVE INTO ASSEMBLY AREA PHASE

Move Into Platoon Area

1. Meet the quartering party
2. Direct rapid movement into area
3. Direct movement into assigned area

ORGANIZE DEFENSE ASSEMBLY AREA PHASE

Organize Defense of Platoon Area

1. Direct ground guards be posted
2. Direct air guards be posted
3. Direct avenues of approach be covered
4. Direct tanks be put in defilade position
5. Direct tanks be camouflaged
6. Assign alternate position
7. Coordinate overlapping observation
8. Direct range cards be prepared
9. Coordinate indirect fires
10. Request wire communications be installed
11. Direct individual positions be prepared
12. Submit SITREP

CONDUCT SUSTAINING ACTIONS PHASE

Conduct Platoon Sustaining Actions

1. Direct resupply be completed
2. Direct after operations maintenance be completed
3. Direct pre-fire checks be conducted
4. Announce feeding plan
5. Announce rest plan
6. Submit SITREP

PLAN OFFENSIVE OPERATIONS

RECEIPT OF WARNING ORDER PHASE

Receipt of Warning Order

RECEIPT OF OPERATION ORDER PHASE

Receipt of Operation Order

COMPLETE READINESS PHASE

Complete Readiness Actions

1. Direct pre-fire checks be conducted
2. Direct resupply completed
3. Direct after operations maintenance be completed
4. Direct communications operational checks be completed
5. Direct 3-man crews be organized

PLAN DEFENSIVE OPERATIONS

RECEIPT OF WARNING ORDER PHASE

Receipt of Warning Order

RECEIPT OF OPERATION ORDER PHASE

Receipt of Operation Order

COMPLETE READINESS PHASE

Complete Readiness Actions

1. Direct pre-fire checks be conducted
2. Direct resupply be completed
3. Direct after operations maintenance be completed
4. Direct communications operational checks be completed
5. Direct 3-man crews be organized

ADMINISTRATIVE ROAD MARCH

DEPART OLD AREA PHASE

Depart Old Area

1. Issue march order
2. Direct readiness be completed
3. Direct start point be crossed

MOVEMENT PHASE

Move Along Route

1. Report crossing start point
2. Direct interval between tanks be corrected
3. Direct speed of tanks be corrected
4. Report crossing critical points
5. Direct scheduled halt be conducted
6. Direct at-halt maintenance be completed
7. Direct march be continued

ARRIVE NEW AREA PHASE

Arrive New Area

1. Direct release point be crossed
2. Report crossing release point

TACTICAL ROAD MARCH

DEPART OLD AREA PHASE

Depart Old Area

1. Issue march order
2. Direct at-halt maintenance be completed
3. Direct start point be crossed

MOVEMENT PHASE

Move Along Route

1. Report crossing start point
2. Direct interval between tanks be corrected
3. Direct speed of tanks be corrected
4. Direct main guns be oriented
5. Direct air guards kept alert
6. Report crossing critical points
7. Direct scheduled halt be conducted
8. Direct coil or herringbone formation be executed
9. Direct at-halt maintenance be completed
10. Direct march be continued

ARRIVE NEW AREA PHASE

Arrive New Area

1. Direct release point be crossed
2. Report crossing release point

CONSOILDATE ON OBJECTIVE

SWEEP ENEMY FROM OBJECTIVE PHASE

Sweep Enemy From Platoon Sector

PREPARE FOR ENEMY COUNTERATTACK PHASE

Prepare for Enemy Counterattack

1. Direct avenues of approach be covered
2. Direct tanks be put in turret defilade
3. Coordinate security of flanks with other team elements
4. Coordinate tank sectors of fire
5. Coordinate indirect fires
6. Direct tanks be camouflaged

PREPARE TO CONTINUE ATTACK PHASE

Prepare to Continue Attack

1. Request supply status
2. Direct after operations maintenance be completed
3. Direct communications operational checks be completed
4. Direct 3-man crews be organized
5. Submit SITREP

REORGANIZE

CONDUCT RESUPPLY PHASE

Receive Class I, III, and V Supplies

1. Submit SITREP
2. Request Class I, III, and V supplies
3. Direct supplies be distributed

PERFORM MAINTENANCE PHASE

Performance Maintenance and Emergency Repairs

1. Direct after operations maintenance be completed
2. Direct emergency repairs be completed

REESTABLISH COMMUNICATIONS PHASE

Reestablish Communications

1. Reestablish communications with TCs
2. Reestablish communications with the team

REORGANIZE PERSONNEL PHASE

Reassign Personnel

1. Direct 3-man crews be organized
2. Submit SITREP

APPENDIX C

PLATOON SERGEANT LEADERSHIP TASKS
PERFORMED AS SECTION LEADER

PLATOON SERGEANT LEADERSHIP TASKS PERFORMED AS SECTION LEADER DURING
EACH PLATOON OPERATION BY TEAM OPERATION AND TEAM OPERATION PHASE

OFFENSE

MOVEMENT TO CONTACT

MOVEMENT PHASE

Traveling, Traveling Overwatch, or Bounding Overwatch (Lead Platoon)

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct interval with platoon leader's section be corrected
4. Direct surveillance of assigned sector be maintained
5. Direct main guns be oriented
6. Direct immediate support of platoon leader's section
7. Direct passing of platoon leader's section when executing bounding overwatch
8. Direct movement into assigned sector of coil or herringbone formation

Traveling, Traveling Overwatch, or Bounding Overwatch (Following Platoon)

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct interval with platoon leader's section be corrected
4. Direct surveillance of assigned sector be maintained
5. Direct main guns be oriented
6. Direct movement into assigned sector of coil or herringbone formation

ACTION ON CONTACT PHASE

Immediate Action (Lead Platoon)

1. Direct movement into defilade position
2. Direct enemy be engaged

Occupy Suppressive Fire Position (Following Platoon)

1. Direct movement into defilade position
2. Direct enemy be engaged

Develop the Situation (Lead Platoon)

1. Cover platoon leader's section during fire and maneuver
2. Maneuver section during fire and maneuver

HASTY ATTACK

SUPPRESSIVE FIRE PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Direct targets in assigned sector be engaged

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fires to assigned sector of objective flank

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Direct movement into designated area of attack position
2. Direct section position in platoon formation be corrected
3. Direct targets of opportunity be engaged
4. Direct surprise targets be engaged
5. Cover platoon leader's section during fire and maneuver
6. Maneuver section during fire and maneuver
7. Direct position in designated assault formation be maintained

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct section position in platoon formation be corrected
2. Direct targets in assigned sector be engaged
3. Direct position in designated assault formation be maintained
4. Direct assault on assigned sector of objective

BYPASS

SUPPRESSIVE FIRE PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Direct movement into suppressive fire position
2. Direct tanks move to good fields of fire

Suppress Enemy Direct Fire (Suppressive Fire Platoon)

1. Direct targets in assigned sector be engaged
2. Maintain position in platoon during withdrawal from suppressive fire position
3. Maintain position in platoon during bypass operation
4. Maintain position in platoon formation during movement

CONDUCT BYPASS AND CONTINUE MOVEMENT TO CONTACT PHASE

Bypass Enemy Position (Following Platoon)

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct interval with platoon leader's section be corrected
4. Direct surveillance of assigned sector be maintained
5. Direct main guns be oriented

Continue Movement to Contact (Following Platoon)

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct interval with platoon leader's section be corrected
4. Direct surveillance of assigned sector be maintained
5. Direct main guns be oriented
6. Direct immediate support of platoon leader's section
7. Direct passing of platoon leader's section when executing bounding overwatch
8. Direct movement into assigned sector of coil or herringbone formation

HOLDING

OCCUPY HASTY DEFENSE PHASE

Withdraw to Defensive Position (Lead Platoon)

1. Direct movement into defilade position
2. Direct tanks move to good fields of fire

Occupy Hasty Defensive Position

1. Direct movement into defilade position
2. Direct tanks move to good fields of fire

Support Withdrawal of Lead Platoon (Following Platoon)

1. Direct enemy be engaged

DEFEND POSITION PHASE

Engage Targets of Opportunity

1. Direct surveillance of assigned sector be maintained
2. Direct enemy be engaged

Mass Platoon Fires on Enemy Attack

1. Insure section covers assigned section of platoon depth fire action
2. Insure section covers assigned section of platoon frontal fire action
3. Direct targets of opportunity be engaged

DELIBERATE ATTACK

SUPPRESSIVE FIRE PHASE

Move to and Occupy Suppressive Fire Position (Suppressive Fire Platoon)

1. Direct speed of tank be corrected
2. Direct interval between tanks be corrected
3. Direct surveillance of assigned sector be maintained
4. Direct main guns be oriented
5. Direct immediate support of platoon leader's section
6. Direct passing of platoon leader's section when executing bounding overwatch
7. Direct movement into assigned sector of coil or herringbone formation
8. Direct movement into suppressive fire position
9. Direct tanks move to good fields of fire

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Direct targets in assigned sector be engaged

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fires to assigned sector of objective flank
2. Direct targets of opportunity be engaged
3. Maintain position in platoon while joining team on objective

FIRE AND MANEUVER PHASE

Move to and Cross Line of Departure (Fire and Maneuver Platoon)

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct surveillance of assigned sector be maintained
4. Direct main guns be oriented
5. Direct movement into assigned sector of coil or herringbone formation
6. Direct movement into designated area of attack position
7. Direct position in platoon formation be corrected

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Direct targets of opportunity be engaged
2. Direct surprise targets be engaged
3. Cover platoon leader's section during fire and maneuver
4. Maneuver section during fire and maneuver
5. Maneuver position in designated attack formation

ASSAULT PHASE

Support Breaching Operation

1. Direct movement to occupy position to support breaching operation
2. Direct enemy covering obstacles be engaged
3. Direct position be corrected while passing through breach

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct section position in platoon formation be corrected
2. Direct targets in assigned sector be engaged
3. Direct position in designated assault formation be maintained
4. Direct assault on assigned sector of objective

EXPLOITATION AND PURSUIT

MOVEMENT PHASE

Traveling, Traveling Overwatch, or Bounding Overwatch (Lead Platoon)

1. Cross line of departure
2. Conduct specified movement
3. Execute traveling overwatch
4. Execute traveling
5. Correct interval between tanks
6. Correct speed of tanks
7. Orient main guns
8. Maintain alert air guards
9. Continue appropriate movement
10. Execute coil formation
11. Execute herringbone formation
12. Continue coil or herringbone formation
13. Move out in previous formation
14. Execute bounding overwatch
15. Cross critical points

Traveling, Traveling Overwatch, or Bounding Overwatch (Following Platoon)

1. Correct interval with lead platoon
2. Conduct specified movement
3. Execute traveling overwatch
4. Execute traveling
5. Correct interval between tanks
6. Correct speed of tanks
7. Orient main guns
8. Maintain alert air guards
9. Continue appropriate movement
10. Execute coil formation
11. Execute herringbone formation
12. Continue coil or herringbone formation
13. Move out in previous formation
14. Execute bounding overwatch

ACTION ON CONTACT PHASE

Immediate Action (Lead Platoon)

1. Pop smoke
2. Deploy into defilade position
3. Engage enemy

Occupy Suppressive Fire Position (Following Platoon)

1. Deploy into overwatch position
2. Engage enemy
3. Reengage enemy
4. Continue direct fire
5. Move into support position
6. Move into attack position
7. Prepare hasty defense position
8. Complete bypass preparation

Develop Situation (Lead Platoon)

PLATOON SERGEANT LEADERSHIP TASKS PERFORMED AS SECTION LEADER DURING
EACH PLATOON OPERATION BY TEAM OPERATION AND TEAM OPERATION PHASE

DEFENSE

OCCUPY BATTLE POSITION

MOVE TO BATTLE POSITION PHASE

Move to Platoon Battle Position

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct interval with platoon leader's section be corrected
4. Direct surveillance of assigned sector be maintained
5. Direct main guns be oriented
6. Direct immediate support of platoon leader's section
7. Direct passing of platoon leader's section when executing bounding overwatch

OCCUPY AND ORGANIZE BATTLE POSITION PHASE

Occupy Platoon Battle Position

1. Direct movement into designated position
2. Direct tanks move to good fields of fire
3. Direct tanks be put in turret defilade
4. Direct air guards be posted
5. Direct ground guards be posted
6. Direct tanks be camouflaged

Organize Platoon Battle Position

1. Check positions for suitability
2. Designate sectors of fire
3. Designate tank targets
4. Plan displacement

DEFEND BATTLE POSITION

SURVEILLANCE PHASE

Maintain Surveillance in Platoon Sector

1. Direct surveillance of assigned sector be maintained

INDIRECT FIRE PHASE

Initiate Indirect Fires in Platoon Sector

DIRECT FIRE PHASE

Initiate Direct Fires in Platoon Sector

1. Direct targets in assigned sector be engaged

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Direct section position be corrected during movement to flank
2. Direct targets of opportunity be engaged
3. Direct surprise targets be engaged
4. Cover platoon leader's section during fire and maneuver
5. Maneuver section during fire and maneuver

COUNTERATTACK PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Direct targets in assigned sector be engaged

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fires to assigned sector of objective flank

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Direct movement into designated area of attack position
2. Direct section position in platoon formation be corrected
3. Direct targets of opportunity be engaged
4. Direct surprise targets be engaged
5. Cover platoon leader's section during fire and maneuver
6. Maneuver section with support from platoon leader's section during fire and maneuver
7. Direct position in designated assault formation be maintained

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct section position in platoon formation be corrected
2. Direct targets in assigned sector be engaged
3. Direct position in designated assault formation be maintained
4. Direct assault on assigned sector of objective

DISPLACE TO ALTERNATE BATTLE POSITION

MOVE TO ALTERNATE BATTLE POSITION PHASE

Move to Platoon Battle Position

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct interval with platoon leader's section be corrected
4. Direct surveillance of assigned sector be maintained
5. Direct main guns be oriented
6. Direct immediate support of platoon leader's section
7. Direct passing of platoon leader's section when executing bounding overwatch

OCCUPY AND ORGANIZE PLATOON BATTLE POSITION PHASE

Occupy Platoon Battle Position

1. Direct movement into designated position
2. Direct tanks move to good fields of fire
3. Direct movement into turret defilade
4. Direct air guards be posted
5. Direct ground guards be posted
6. Direct tanks be camouflaged

Organize Platoon Battle Position

1. Check positions for suitability
2. Designate sectors of fire
3. Designate tank targets
4. Plan displacement

WITHDRAW

COVERING FIRE PHASE

Screening Smoke (Initial Withdrawal Platoon)

1. Direct targets of opportunity be engaged
2. Insure section pops smoke on order

Move to the Rear (Initial Withdrawal Platoon)

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct interval with platoon leader's section be corrected
4. Direct main guns be oriented
5. Direct immediate support of platoon leader's section
6. Direct passing of platoon leader's section when executing bounding reverse overwatch

BREAKING CONTACT PHASE

Initiate Suppressive Direct Fires Phase (Covering Platoon)

1. Direct targets of opportunity be engaged

Screening Smoke (Covering Platoon)

1. Direct targets of opportunity be engaged

Move to the Rear (Covering Platoon)

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct interval with platoon leader's section be corrected
4. Direct main guns be oriented
5. Direct immediate support of platoon leader's section
6. Direct passing of platoon leader's section when executing bounding reverse overwatch

DELAY

SURVEILLANCE PHASE

Maintain Surveillance in Platoon Sector

1. Direct surveillance of assigned sector be maintained

INDIRECT FIRE PHASE

Initiate Indirect Fire in Platoon Sector

DIRECT FIRE PHASE

Initiate Direct Fire in Platoon Sector

1. Direct enemy in assigned sector be engaged

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver

1. Direct targets of opportunity be engaged
2. Direct surprise targets be engaged
3. Cover platoon leader's section during fire and maneuver
4. Maneuver section during fire and maneuver

COUNTERATTACK PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Direct targets in assigned sector be engaged

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fires to assigned sector of objective flank

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Direct movement into designated area of attack position
2. Direct section position in platoon formation be corrected
3. Direct targets of opportunity be engaged
4. Direct surprise targets be engaged
5. Cover platoon leader's section during fire and maneuver
6. Maneuver section during fire and maneuver
7. Direct position in designated assault formation be maintained

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct section position in platoon formation be corrected
2. Direct targets in assigned sector be engaged

WITHDRAWAL PHASE

Screening Smoke (Initial Withdrawal Platoon)

1. Direct targets of opportunity be engaged
2. Insure section pops smoke on order

Support Withdrawing Platoon (Covering Platoon)

1. Direct targets of opportunity be engaged

Screening Smoke (Covering Platoon)

1. Insure section pops smoke on order

Break Contact

1. Direct targets of opportunity be engaged
2. Direct speed of tanks be corrected
3. Direct interval between tanks be corrected
4. Direct interval with platoon leader's section be corrected
5. Direct main guns be oriented
6. Direct immediate support of platoon leader's section
7. Direct passing of platoon leader's section when executing bounding reverse overwatch

Occupy Successive Delay Position

1. Direct movement into designated position
2. Direct tanks move to good fields of fire
3. Direct movement into defilade position
4. Direct air guards be posted
5. Direct ground guards be posted
6. Direct tanks be camouflaged
7. Designate sectors of fire
8. Designate tank targets
9. Plan displacement

COUNTERATTACK

SUPPRESSIVE FIRE PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Direct targets in assigned sector be engaged

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fires to assigned sector of objective flank

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver

1. Direct movement into designated area of attack position
2. Direct section position in platoon formation be corrected
3. Direct targets of opportunity be engaged
4. Direct surprise targets be engaged
5. Cover platoon leader's section during fire and maneuver
6. Maneuver section during fire and maneuver
7. Direct position in designated assault formation be maintained

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct section position in platoon formation be corrected
2. Direct targets in assigned sector be engaged
3. Direct position in designated assault formation be maintained
4. Direct assault on assigned sector of objective

PLATOON SERGEANT LEADERSHIP TASKS PERFORMED AS SECTION LEADER DURING
EACH PLATOON OPERATION BY TEAM OPERATION AND TEAM OPERATION PHASE

SUPPORT

CONSOLIDATE ON OBJECTIVE

SWEEP ENEMY FROM OBJECTIVE PHASE

Sweep Enemy From Platoon Sector

1. Direct enemy in sector of objective be destroyed
2. Direct movement into defilade position
3. Insure section ties in with flank platoon or team elements

PREPARE FOR ENEMY COUNTERATTACK PHASE

Prepare for Enemy Counterattack

1. Direct avenues of approach be covered
2. Direct tanks move in turret defilade
3. Coordinate security of flank
4. Coordinate tank sectors of fire
5. Direct tanks be camouflaged

PREPARE TO CONTINUE THE ATTACK PHASE

Prepare to Continue Attack

1. Direct after operations maintenance be completed
2. Direct communications be checked
3. Direct 3-man crews be organized

REORGANIZE

CONDUCT RESUPPLY PHASE

Receive Class I, III, and V Supplies

PERFORM MAINTENANCE PHASE

Perform Maintenance and Emergency Repair

1. Direct after operations maintenance be completed
2. Direct emergency repairs be completed

REESTABLISH COMMUNICATIONS PHASE

Reestablish Communications with TCs

REORGANIZE PERSONNEL PHASE

Reassign Personnel

1. Direct 3-man crews be organized

OCCUPY REAR ASSEMBLY AREA

MOVE INTO ASSEMBLY AREA PHASE

Move Into Platoon Area

1. Direct rapid movement into area
2. Direct movement into assigned area

ORGANIZE DEFENSE OF ASSEMBLY AREA PHASE

Organize Defense of Platoon Area

1. Direct air guards be posted
2. Direct ground guards be posted
3. Direct avenues of approach be covered
4. Direct tanks be camouflaged

CONDUCT SUSTAINING ACTIONS PHASE

Conduct Platoon Sustaining Actions

1. Direct after operations maintenance be completed
2. Direct pre-fire checks be conducted

OCCUPY FORWARD ASSEMBLY AREA

MOVE INTO ASSEMBLY AREA PHASE

Move Into Platoon Area

1. Direct rapid movement into area
2. Direct movement into assigned area

ORGANIZE DEFENSE OF ASSEMBLY AREA PHASE

Organize Defense of Platoon Area

1. Direct air guards be posted
2. Direct ground guards be posted
3. Direct avenues of approach be covered
4. Direct movement into defilade position
5. Direct tanks be comouflaged
6. Assign alternate positions
7. Coordinate overlapping fires
8. Direct individual positions be prepared

CONDUCT SUSTAINING ACTIONS PHASE

Conduct Platoon Sustaining Actions

1. Direct after operations maintenance be completed
2. Direct pre-fire checks be conducted

ADMINISTRATIVE ROAD MARCH

DEPART OLD AREA PHASE

Depart Old Area

MOVEMENT PHASE

Move Along Route

1. Direct interval between tanks be corrected
2. Direct speed of tanks be corrected

ARRIVE NEW AREA PHASE

Arrive New Area

TACTICAL ROAD MARCH

DEPART OLD AREA PHASE

Depart Old Area

MOVEMENT PHASE

Move Along Route

1. Direct interval between tanks be corrected
2. Direct speed of tanks be corrected
3. Direct main guns be oriented
4. Direct air guards be posted
5. Direct movement into assigned sector of coil or herringbone formation

ARRIVE NEW AREA PHASE

Arrive at New Area

TACTICAL MOVEMENT

MOVEMENT PHASE

Traveling, Traveling Overwatch, or Bounding Overwatch (Lead Platoon)

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct interval with platoon leader's section be corrected
4. Direct surveillance of assigned sector be maintained
5. Direct main guns be oriented
6. Direct immediate support of platoon leader's section
7. Direct passing of platoon leader's section when executing bounding overwatch
8. Direct movement into assigned sector of coil or herringbone formation

Traveling, Traveling Overwatch, or Bounding Overwatch (Following Platoon)

1. Direct speed of tanks be corrected
2. Direct interval between tanks be corrected
3. Direct interval with platoon leaders' section be corrected
4. Direct surveillance of assigned sector be maintained
5. Direct main guns be oriented
6. Direct movement into assigned sector of coil or herringbone formation

PLAN OFFENSIVE OPERATIONS

RECEIPT OF WARNING ORDER PHASE

Receipt of Warning Order

RECEIPT OF OPERATIONS ORDER PHASE

Platoon Leader Receipt of Operations Order

COMPLETE READINESS PHASE

Complete Readiness Actions

PLAN DEFENSIVE OPERATIONS

RECEIPT OF WARNING ORDER PHASE

Receipt of Warning Order

RECEIPT OF OPERATIONS ORDER PHASE

Receipt of Operations Order

COMPLETE READINESS PHASE

Complete Readiness Actions

APPENDIX D
TANK COMMANDER LEADERSHIP TASKS

**TANK COMMANDER LEADERSHIP TASKS PERFORMED DURING EACH PLATOON
OPERATION BY TEAM OPERATION AND TEAM OPERATION PHASE**

OFFENSE

MOVEMENT TO CONTACT

MOVEMENT PHASE

Traveling or Traveling Overwatch or Bounding Overwatch (Lead Platoon)

1. Direct position within section be corrected
2. Direct speed of tank be corrected
3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement into overwatch position
6. Assign sectors of observation
7. Direct observation of assigned sector be maintained

Traveling or Traveling Overwatch or Bounding Overwatch (Following Platoon)

1. Direct position within section be corrected.
2. Direct speed of tank be corrected
3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement into overwatch position
6. Direct air guard be kept alert
7. Assign sectors of observation
8. Direct observation of assigned sectors be maintained

ACTION ON CONTACT PHASE

Immediate Action (Lead Platoon)

1. Submit SPOTREP
2. Direct movement into defilade position
3. Select good fields of fire
4. Direct movement into firing position
5. Acquire targets
6. Engage targets of opportunity
7. Engage surprise targets
8. Request indirect fires
9. Request indirect fires be adjusted
10. Assign sectors of observation

Develop the Situation (Lead Platoon)

1. Acquire targets
2. Engage targets of opportunity
3. Engage surprise targets
4. Direct position within section be corrected
5. Submit SPOTREP

Occupy Suppressive Fire Position (Following Platoon)

1. Direct movement into overwatch position
2. Direct movement into defilade position
3. Select good fields of fire
4. Direct movement into firing position
5. Acquire targets
6. Engage targets of opportunity
7. Engage surprise targets
8. Request indirect fires
9. Request indirect fires be adjusted
10. Direct interval with other tanks be corrected
11. Assign sectors of observation

HASTY ATTACK

SUPPRESSIVE FIRES PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Analyze terrain
2. Direct movement into suppressive fire position
3. Direct movement into defilade position
4. Select good fields of fire
5. Direct movement into firing position
6. Direct interval with other tanks be corrected
7. Acquire targets
8. Engage targets in assigned sector of platoon fire technique
9. Engage surprise targets
10. Request indirect fires
11. Request indirect fires be adjusted
12. Assign sectors of observation

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fire on order
2. Acquire targets
3. Engage targets of opportunity
4. Engage surprise targets
5. Direct cease fire
6. Direct position within section be corrected
7. Assign sectors of observation

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Analyze terrain
2. Direct movement into attack position
3. Direct position within section be corrected
4. Direct movement into attack formation
5. Direct movement out of attack position
6. Direct movement into overwatch position
7. Acquire targets
8. Engage targets of opportunity
9. Engage surprise targets
10. Request indirect fires

11. Request indirect fires be adjusted
12. Assign sectors of observation

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct movement into assault formation
2. Direct position within section be corrected
3. Direct move out into the assault
4. Engage targets in assigned sector of objective
5. Assign sectors of observation

BYPASS

SUPPRESSIVE FIRES PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Direct movement into suppressive fire position
2. Direct movement into defilade position
3. Select good fields of fire
4. Direct movement into firing position
5. Acquire targets
6. Direct interval with other tanks be corrected
7. Wait for order to open fire

Suppress Enemy Direct Fires (Suppressive Fire Platoon)

1. Engage targets of opportunity
2. Engage targets in assigned sector of platoon fire technique
3. Request indirect fires
4. Request indirect fires be adjusted
5. Direct movement out of suppressive fire position
6. Direct position within section be corrected
7. Direct speed of tank be corrected
8. Analyze terrain
9. Direct main gun be oriented
10. Direct movement into overwatch position
11. Direct air guard be kept alert
12. Assign sectors of observation
13. Direct observation of assigned sectors be maintained

CONDUCT BYPASS AND CONTINUE MOVEMENT TO CONTACT PHASE

Bypass Enemy Position (Following Platoon)

1. Direct movement out of defilade position
2. Direct position within section be corrected
3. Direct speed of tank be corrected
4. Analyze terrain
5. Direct main gun be oriented
6. Direct movement into overwatch position
7. Direct air guard be kept alert
8. Assign sectors of observation
9. Direct observation of assigned sectors be maintained

Continue Movement to Contact (Following Platoon)

1. Direct position within section be corrected
2. Direct speed of tank be corrected
3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement into overwatch position
6. Direct air guard be kept alert
7. Assign sectors of observation
8. Direct observation of assigned sectors be maintained

HOLDING

OCCUPY HASTY DEFENSE PHASE

Withdraw to Defensive Position (Lead Platoon)

1. Direct movement into defilade position
2. Analyze terrain
3. Select good fields of fire
4. Direct movement into firing position
5. Direct interval with other tanks be corrected
6. Assign sectors of observation

Occupy Hasty Defense Position (Following Platoon)

1. Direct movement into defilade position
2. Analyze terrain
3. Select good fields of fire
4. Direct movement into firing position
5. Direct interval with other tanks be corrected
6. Assign sectors of observation

Support Withdrawal of Lead Platoon (Following Platoon)

1. Acquire targets
2. Engage targets of opportunity
3. Engage surprise targets
4. Request indirect fires
5. Request indirect fires be adjusted
6. Direct cease fire
7. Assign sectors of observation

DEFEND POSITION PHASE

Engage Targets of Opportunity

1. Direct surveillance in assigned sector be maintained
2. Acquire targets
3. Request indirect fire
4. Request indirect fire be adjusted
5. Engage targets of opportunity
6. Engage surprise targets
7. Assign sectors of observation

Mass Platoon Fire on Enemy Attack

1. Acquire targets
2. Request indirect fires
3. Request indirect fires be adjusted
4. Engage targets in assigned sector of platoon fire technique
5. Engage surprise targets
6. Assign sectors of observation

DELIBERATE ATTACK

SUPPRESSIVE FIRES PHASE

Move to and Occupy Suppressive Fire Position (Suppressive Fire Platoon)

1. Direct position within section be corrected
2. Direct speed of tank be corrected
3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement into overwatch position
6. Direct air guard be kept alert
7. Assign sectors of observation
8. Direct observation of assigned sector be maintained
9. Direct movement into suppressive fire position
10. Direct movement into defilade position
11. Select good fields of fire
12. Direct movement into firing position
13. Direct interval with other tanks be corrected
14. Acquire targets

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Engage targets in assigned sector of platoon fire technique
2. Engage surprise targets
3. Request indirect fires
4. Request indirect fires be adjusted
5. Assign sectors of observation

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fire on order
2. Acquire targets
3. Engage targets of opportunity
4. Engage surprise targets
5. Direct position within section be corrected
6. Assign sectors of observation
7. Direct cease fire

FIRE AND MANEUVER PHASE

Move to and Cross Line of Departure (Fire and Maneuver Platoon)

1. Direct position within section be corrected
2. Direct speed of tank be corrected

3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement into overwatch position
6. Direct air guard be kept alert
7. Assign sectors of observation
8. Direct observation of assigned sector be maintained
9. Direct movement into attack position
10. Direct movement into attack formation
11. Direct movement out of attack position

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Analyze terrain
2. Direct movement into overwatch position
3. Direct position within section be corrected
4. Acquire targets
5. Engage targets of opportunity
6. Engage surprise targets
7. Request indirect fires
8. Request indirect fires be adjusted
9. Assign sectors of observation

ASSAULT PHASE

Support Breaching Operation (Fire and Maneuver Platoon)

1. Analyze terrain
2. Direct movement into defilade position
3. Select good field of fire
4. Direct movement into firing position
5. Direct position within section be corrected
6. Acquire targets
7. Engage targets of opportunity
8. Engage surprise targets
9. Request indirect fires
10. Request indirect fires be adjusted
11. Assign sectors of observation

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct movement into assault formation

2. Direct position within section be corrected
3. Direct move out into the assault
4. Engage targets in assigned sector of objective
5. Assign sectors of observation

EXPLOITATION AND PURSUIT

MOVEMENT PHASE

Traveling or Traveling Overwatch or Bounding Overwatch (Lead Platoon)

1. Direct position within section be corrected
2. Direct speed of tank be corrected
3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement into overwatch position
6. Direct air guard be kept
7. Assign sectors of observation
8. Direct observation of assigned sector be maintained

Traveling or Traveling Overwatch or Bounding Overwatch (Following Platoon)

1. Direct position within section be corrected
2. Direct speed of tank be corrected
3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement into overwatch position
6. Direct air guard be kept alert
7. Assign sectors of observation
8. Direct observation of assigned sector be maintained

ACTION ON CONTACT PHASE

Immediate Action (Lead Platoon)

1. Submit SPOTREP
2. Direct movement into defilade position
3. Select good fields of fire
4. Direct movement into firing position
5. Acquire targets
6. Engage targets of opportunity
7. Engage surprise targets
8. Request indirect fires
9. Assign sectors of observation
10. Request indirect fires be adjusted

Develop the Situation (Lead Platoon)

1. Acquire targets
2. Engage targets of opportunity

3. Engage surprise targets
4. Direct position within section be corrected
5. Submit SPOTREP

Occupy Suppressive Fire Position (Following Platoon)

1. Direct movement into overwatch position
2. Direct movement into defilade position
3. Select good fields of fire
4. Direct movement into firing position
5. Acquire targets
6. Engage targets of opportunity
7. Engage surprise targets
8. Request indirect fire
9. Request indirect fires be adjusted
10. Direct interval with other tanks be corrected
11. Assign sectors of observation

**TANK COMMANDER LEADERSHIP TASKS PERFORMED DURING EACH PLATOON
OPERATION BY TEAM OPERATION AND TEAM OPERATION PHASE**

DEFENSE

OCCUPY BATTLE POSITION

MOVE TO BATTLE POSITION PHASE

Move to Platoon Battle Position

1. Direct position within section be corrected
2. Direct speed of tank be corrected
3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement into overwatch position
6. Direct air guard be kept alert
7. Assign sectors of observation
8. Direct observation of assigned sector be maintained

OCCUPY AND ORGANIZE BATTLE POSITION PHASE

Occupy Platoon Battle Position

1. Direct movement into battle position
2. Analyze terrain
3. Direct movement into defilade position
4. Post air guard
5. Post ground guard
6. Direct tank be camouflaged
7. Direct position within section be corrected
8. Direct interval with other tanks be corrected
9. Assign sectors of observation

Organize Platoon Battle Position

1. Reconnoiter for best firing position
2. Select good fields of fire
3. Designate tank targets
4. Initiate range card preparation
5. Select alternate position
6. Identify withdrawal route
7. Analyze terrain
8. Direct alternate position be prepared
9. Direct battle position be completed
10. Submit SITREP
11. Assign sectors of observation

DEFEND BATTLE POSITION

SURVEILLANCE PHASE

Maintain Surveillance in Platoon Sector

1. Assign sectors of observation
2. Direct observation of assigned sector be maintained

INDIRECT FIRE PHASE

Initiate Indirect Fires in Platoon Sector

1. Submit SPOTREP
2. Assign sectors of observation
3. Direct observation of assigned sector be maintained
4. Submit SPOTREP
5. Acquire targets
6. Request indirect fires
7. Request indirect fires be adjusted

DIRECT FIRE PHASE

Initiate Direct Fires in Platoon Sector

1. Monitor indirect fires
2. Monitor HAW effects
3. Submit SPOTREP
4. Acquire targets
5. Engage targets in assigned sector with platoon fire technique
6. Engage targets of opportunity
7. Engage surprise targets
8. Assign sectors of observation

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver

1. Direct position within section be corrected
2. Direct movement into overwatch position
3. Analyze terrain
4. Acquire targets
5. Engage targets in assigned sector of platoon fire technique

6. Engage targets of opportunity
7. Engage surprise targets
8. Request indirect fire
9. Request indirect fire
10. Assign sectors of observation

COUNTERATTACK PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Analyze terrain
2. Direct movement into suppressive fire position
3. Direct movement into defilade position
4. Select good fields of fire
5. Direct movement into firing position
6. Direct interval with other tanks be corrected
7. Acquire targets
8. Engage targets in assigned sector of platoon fire technique
9. Engage surprise targets
10. Request indirect fires
11. Request indirect fires
12. Assign sectors of observation

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fire on order
2. Acquire targets
3. Engage targets of opportunity
4. Engage surprise targets
5. Direct cease fire
6. Direct position within section be corrected
7. Assign sectors of observation

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Analyze terrain
2. Direct movement into attack position
3. Direct position within section be corrected
4. Direct movement into attack formation
5. Direct movement out of attack position

6. Direct movement into overwatch position
7. Acquire targets
8. Engage targets of opportunity
9. Engage surprise targets
10. Request indirect fires
11. Request indirect fires be adjusted
12. Assign sectors of observation

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct movement into assault formation
2. Direct position within section be corrected
3. Direct move out into the assault
4. Engage targets in assigned sector of objective
5. Assign sectors of observation

DISPLACE TO ALTERNATE BATTLE POSITION

MOVE TO ALTERNATE BATTLE POSITION PHASE

Move to Platoon Battle Position

1. Direct position within section be corrected
2. Direct spend of tank be corrected
3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement into overwatch position
6. Direct air guard be kept alert
7. Assign sectors of observation
8. Direct observation of assigned sector be maintained

OCCUPY AND ORGANIZE PLATOON BATTLE POSITION PHASE

Occupy Platoon Battle Position

1. Direct movement into battle position
2. Analyze terrain
3. Direct movement into turret defilade position
4. Post air guard
5. Post ground guard
6. Direct tank be camouflaged
7. Direct position within section be corrected
8. Direct interval with other tanks be corrected
9. Assign sectors of observation

Organize Platoon Battle Position

1. Reconnoiter for best firing position
2. Select good fields of fire
3. Designate tank targets
4. Initiate range card preparation
5. Select alternate position
6. Identify withdrawal route
7. Analyze terrain
8. Direct alternate position be prepared
9. Direct battle position be completed
10. Submit SITREP
11. Assign sectors of observation

WITHDRAW

COVERING FIRE PHASE

Screening Smoke (Initial Withdrawal Platoon)

1. Submit SPOTREP
2. Acquire targets
3. Request indirect fires
4. Request indirect fires be adjusted
5. Engage targets of opportunity
6. Engage surprise targets
7. Assign sectors of observation

Move to the Rear (Initial Withdrawal Platoon)

1. Identify withdrawal route
2. Analyze terrain
3. Direct position within platoon be corrected
4. Direct movement into overwatch position
5. Direct main gun be oriented
6. Direct air guard be kept alert
7. Assign sectors of observation
8. Direct observation of assigned sector be maintained
9. Submit SPOTREP
10. Acquire targets
11. Engage targets of opportunity
12. Engage surprise targets

BREAKING CONTACT PHASE

Initiate Suppressive Direct Fires (Covering Platoon)

1. Submit SPOTREP
2. Acquire targets
3. Engage targets of opportunity
4. Engage surprise targets
5. Request indirect fire
6. Request indirect fire be adjusted
7. Assign sectors of observation

Screening Smoke (Covering Platoon)

1. Submit SPOTREP
2. Acquire targets
3. Engage targets of opportunity
4. Engage surprise targets
5. Assign sectors of observation

Move to the Rear (Covering Platoon)

1. Identify withdrawal route
2. Analyze terrain
3. Direct position within section be corrected
4. Direct movement into overwatch position
5. Direct main gun be oriented
6. Direct air guard be kept alert
7. Direct observation of assigned sector be maintained
8. Submit SPOTREP
9. Acquire targets
10. Engage targets of opportunity
11. Engage surprise targets
12. Assign sectors of observation

DELAY

SURVEILLANCE PHASE

Maintain Surveillance in Platoon Sector

1. Assign sectors of observation
2. Direct observation of assigned sector be maintained

INDIRECT FIRE PHASE

Initiate Indirect Fires in Platoon Sector

1. Submit SPOTREP
2. Assign sectors of observation
3. Direct observation of assigned sector be maintained
4. Submit SPOTREP
5. Acquire targets
6. Request indirect fires
7. Request indirect fires be adjusted

DIRECT FIRE PHASE

Initiate Direct Fires in Platoon Sector

1. Monitor indirect fires
2. Monitor's HAW effects
3. Submit SPOTREP
4. Acquire targets
5. Engage targets in assigned sector with platoon fire techniques
6. Engage targets of opportunity
7. Engage surprise targets
8. Assign sectors of observation

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver

1. Direct position within section be corrected
2. Direct movement into overwatch position
3. Analyze terrain

4. Acquire targets
5. Engage targets in assigned sector with platoon fire technique
6. Engage targets of opportunity
7. Engage surprise targets
8. Request indirect fires
9. Request indirect fires be adjusted
10. Assign sectors of observation

COUNTERATTACK PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Analyze terrain
2. Direct movement into suppressive fire position
3. Direct movement into defilade position
4. Select good fields of fire
5. Direct movement into firing position
6. Direct interval with other tanks be corrected
7. Acquire targets
8. Engage targets in assigned sector of platoon fire technique
9. Engage surprise targets
10. Request indirect fires
11. Request indirect fires be adjusted
12. Assign sectors of observation

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fire on order
2. Acquire targets
3. Engage targets of opportunity
4. Engage surprise targets
5. Direct cease fire
6. Direct position within section be corrected
7. Assign sectors of observation

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Analyze terrain
2. Direct movement into attack position
3. Direct position within section be corrected
4. Direct movement into attack formation

5. Direct movement out of attack position
6. Direct movement into overwatch position
7. Acquire targets
8. Engage targets of opportunity
9. Engage surprise targets
10. Request indirect fires
11. Request indirect fires be adjusted
12. Assign sectors of observation

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct movement into assault formation
2. Direct position within section be corrected
3. Direct move out into the assault
4. Engage targets in assigned sector of objective
5. Assign sectors of observation

WITHDRAWAL PHASE

Screening Smoke (Initial Withdrawal Platoon)

1. Submit SPOTREP
2. Acquire targets
3. Request indirect fires
4. Request indirect fires be adjusted
5. Engage targets of opportunity
6. Engage surprise targets
7. Assign sectors of observation

Break Contact

1. Identify withdrawal routes
2. Analyze terrain
3. Direct position within section be corrected
4. Direct movement into overwatch position
5. Direct main gun be oriented
6. Direct air guard be kept alert
7. Assign sectors of observation

8. Direct observation of assigned sector be maintained
9. Submit SPOTREP
10. Acquire targets
11. Engage targets of opportunity
12. Engage surprise targets

Move to Successive Delay Position

1. Analyze terrain
2. Direct position within section be corrected
3. Direct movement into overwatch position
4. Direct main gun be oriented
5. Direct air guard be kept alert
6. Assign sectors of observation
7. Direct observation of assigned sector be maintained
8. Submit SPOTREP
9. Acquire targets
10. Engage targets of opportunity
11. Engage surprise targets
12. Direct movement into successive delay position

Organize Successive Delay Position

1. Direct movement into turret defilade position
2. Analyze terrain
3. Select good fields of fire
4. Post air guard
5. Post ground guard
6. Direct tank be camouflaged
7. Select alternate position
8. Initiate range card preparation
9. Identify withdrawal route
10. Direct alternate position be prepared
11. Direct battle position be completed
12. Assign sectors of observation

Support Withdrawing Platoon (Covering Platoon)

1. Submit SPOTREP
2. Acquire targets
3. Engage targets of opportunity
4. Engage surprise targets
5. Assign sectors of observation

Screening Smoke (Covering Platoon)

1. Submit SPOTREP
2. Acquire targets
3. Engage targets of opportunity
4. Engage surprise targets
5. Assign sectors of observation

COUNTERATTACK

SUPPRESSIVE FIRE PHASE

Engage Enemy on Objective (Suppressive Fire Platoon)

1. Analyze terrain
2. Direct movement into suppressive fire position
3. Direct movement into defilade position
4. Select good fields of fire
5. Direct movement into firing position
6. Direct interval with other tanks be corrected
7. Acquire targets
8. Engage targets in assigned sector of platoon fire technique
9. Engage surprise targets
10. Request indirect fires
11. Request indirect fires be adjusted
12. Assign sectors of observation

Shift Suppressive Fires (Suppressive Fire Platoon)

1. Shift fire on order
2. Acquire targets
3. Engage targets of opportunity
4. Engage surprise targets
5. Direct cease fire
6. Direct position within section be corrected
7. Assign sectors of observation

FIRE AND MANEUVER PHASE

Conduct Fire and Maneuver (Fire and Maneuver Platoon)

1. Analyze terrain
2. Direct movement into attack position
3. Direct position within section be corrected
4. Direct movement into attack formation
5. Direct move out of attack position
6. Direct movement into overwatch position
7. Acquire targets
8. Engage targets of opportunity
9. Engage surprise targets
10. Request indirect fires

11. Request indirect fires be adjusted
12. Assign sectors of observation

Conduct the Assault (Fire and Maneuver Platoon)

1. Direct movement into assault formation
2. Direct position within section be corrected
3. Direct move out into the assault
4. Engage targets in assigned sector of objective
5. Assign sectors of observation

**TANK COMMANDER LEADERSHIP TASKS PERFORMED DURING EACH PLATOON
OPERATION BY TEAM OPERATION AND TEAM OPERATION PHASE**

SUPPORT

OCCUPY REAR ASSEMBLY AREA

MOVE INTO ASSEMBLY AREA PHASE

Move Into Platoon Area

1. Direct speed of tank be corrected
2. Direct position within section be corrected
3. Direct rapid movement into assigned area

ORGANIZE DEFENSE OF ASSEMBLY AREA PHASE

Organize Defense of Platoon Area

1. Analyze terrain
2. Post air guards
3. Post ground guards
4. Direct tank be camouflaged

CONDUCT SUSTAINING ACTIONS PHASE

Conduct Platoon Sustaining Actions

1. Submit SITREP
2. Direct resupply be completed
3. Direct after operations maintenance be completed
4. Direct pre-fire checks be completed
5. Announce feeding plan
6. Announce rest plan

OCCUPY FORWARD ASSEMBLY AREA

MOVE INTO ASSEMBLY AREA PHASE

Move Into Platoon Area

1. Direct speed of tank be corrected
2. Direct position within section be corrected
3. Direct rapid movement into assigned area

ORGANIZE DEFENSE OF ASSEMBLY AREA PHASE

Organize Defense of Platoon Area

1. Analyze terrain
2. Post air guards
3. Post ground guards
4. Direct movement into defilade position
5. Direct tank be camouflaged
6. Select alternate position
7. Initiate range card preparation
8. Direct individual positions be prepared
9. Assign sectors of observation

CONDUCT SUSTAINING ACTIONS PHASE

Conduct Platoon Sustaining Actions

1. Submit SITREP
2. Direct resupply be completed
3. Direct after operations maintenance be completed
4. Direct pre-fire checks be completed
5. Announce feeding plan
6. Announce rest plan

PLAN OFFENSIVE OPERATIONS

RECEIPT OF WARNING ORDER PHASE

Receipt of Warning Order

1. Submit readiness report
2. Initiate readiness actions

RECEIPT OF OPERATION ORDER PHASE

Receipt of Operation Order

1. Direct readiness actions be continued
2. Clarify mission
3. Issue OPORD

COMPLETE READINESS PHASE

Complete Readiness Actions

1. Direct pre-fire checks be completed
2. Direct resupply be completed
3. Direct after operations maintenance be completed
4. Direct communications be checked
5. Organize 3-man crew
6. Direct readiness actions be continued
7. Submit SITREP

PLAN DEFENSIVE OPERATIONS

RECEIPT OF WARNING ORDER PHASE

Receipt of Warning Order

1. Submit readiness report
2. Initiate readiness actions

RECEIPT OF OPERATION ORDER PHASE

Receipt of Operation Order

1. Direct readiness actions be continued
2. Clarify mission
3. Issue OPORD

COMPLETE READINESS PHASE

Complete Readiness Actions

1. Direct pre-fire checks be completed
2. Direct resupply be completed
3. Direct after operations maintenance be completed
4. Direct communications be checked
5. Organize 3-man crew
6. Direct readiness actions be continued
7. Submit SITREP

ADMINISTRATIVE ROAD MARCH

DEPART OLD AREA PHASE

Depart Old Area

1. Direct readiness actions be continued
2. Analyze terrain
3. Direct position within section be corrected

MOVEMENT PHASE

Move Along Route

1. Direct speed of tank be corrected
2. Analyze terrain
3. Direct at-halt maintenance be completed

ARRIVE NEW AREA PHASE

Arrive New Area

1. Direct position within section be corrected

TACTICAL ROAD MARCH

DEPART OLD AREA PHASE

Depart Old Area

1. Direct readiness actions be continued
2. Analyze terrain
3. Direct position within section be corrected
4. Assign sectors of observation

MOVEMENT PHASE

Move Along Route

1. Direct speed of tank be corrected
2. Direct main guns be oriented
3. Analyze terrain
4. Direct air guard be kept alert
5. Assign sectors of observation
6. Direct observation of assigned sector be maintained
7. Direct at-halt maintenance be completed

ARRIVE NEW AREA PHASE

Arrive New Area

1. Direct position within section be corrected
2. Assign sectors of observation

TACTICAL MOVEMENT

CONDUCT TACTICAL MOVEMENT PHASE

Traveling or Traveling Overwatch or Bounding Overwatch (Lead Platoon)

1. Direct position within section be corrected
2. Direct speed of tank be corrected
3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement into overwatch position
6. Assign sectors of observation
7. Direct observation of assigned sector be maintained

Traveling or Traveling Overwatch or Bounding Overwatch (Following Platoon)

1. Direct place within section be corrected
2. Direct speed of tank be corrected
3. Analyze terrain
4. Direct main gun be oriented
5. Direct movement to overwatch position
6. Direct air guard be kept alert
7. Assign sectors of observation
8. Direct observation of assigned sectors be maintained

CONSOLIDATE ON OBJECTIVE

SWEEP ENEMY FROM OBJECTIVE PHASE

Sweep Enemy From Platoon Sector

1. Insure tank is not skylined
2. Direct movement into turret defilade position
3. Tie in tank with elements on left and right
4. Acquire targets
5. Engage targets of opportunity
6. Engage surprise targets
7. Submit SITREP
8. Assign sectors of observation

PREPARE FOR ENEMY COUNTERATTACK PHASE

Prepare for Enemy Counterattack

1. Analyze terrain
2. Tie in tank with elements on left and right
3. Direct tank be camouflaged
4. Assign sectors of observation

PREPARE TO CONTINUE ATTACK PHASE

Prepare to Continue Attack Phase

1. Provide supply status to platoon leader
2. Direct after operations maintenance be completed
3. Request class III and V supplies
4. Organize 3-man crew
5. Submit SITREP

REORGANIZE

CONDUCT RESUPPLY PHASE

Receive Class I, III, and V Supplies

1. Provide supply status to platoon leader
2. Request Class I, III, and V supplies

PERFORM MAINTENANCE PHASE

Perform Maintenance and Emergency Repairs

1. Provide maintenance status to platoon leader
2. Direct after operations maintenance be completed
3. Direct emergency repairs be completed
4. Direct pre-fire checks be completed

REESTABLISH COMMUNICATIONS PHASE

Reestablish Communications with TCs

REASSIGN PERSONNEL PHASE

Reassign Personnel

1. Report personnel status
2. Organize 3-man crew